

# Implementation of the Community Organization Supervision Policy in the Province of Dki Jakarta

Liza Aprinita<sup>1</sup>, Udaya Madjid<sup>2</sup>, Alma'arif<sup>3</sup>

Program Pascasarjana Institut Pemerintahan Dalam Negeri, Jakarta  
Gmail; aprinitaliza@gmail.com

The important role and function of Community Organizations (Ormas) have encouraged the government to issue policies aimed at supervising Ormas activities so that they do not deviate from prevailing laws and regulations. The purpose of this study is to determine the policy implementation, supporting and inhibiting factors, as well as efforts to overcome inhibiting factors in the implementation of Community Organization Supervision Policy in the Special Capital Region of Jakarta (DKI Jakarta Province). This study employed a qualitative research method with a descriptive approach. Data collection techniques included observation, interviews, and documentation. The informants in this study consisted of 5 (five) people. Data analysis techniques included data reduction, data presentation, and conclusion drawing. The results of this study are as follows: The implementation of the Community Organization Supervision Policy in DKI Jakarta Province, viewed from the aspects of communication, resources, bureaucratic structure, and disposition, has not been effective. Supporting factors include: (a) The existence of legality, regulations, and legal frameworks in the form of technical guidelines and regulations; (b) Support from various elements of society; (c) The availability of internet-based technological sophistication as a communication medium to disseminate information, provide education, promotion, guidance, and understanding; (d) The availability of sanctions in the form of permit revocation and dissolution of organizations; (e) The existence of special institutions, namely the Provincial and Regency/City National Unity and Political Agency (Kesbangpol), which are specifically mandated and delegated to collect data, guide, and monitor the development of community organizations in the regions. The inhibiting factors include: (a) The existence of sectoral ego and apathetic attitudes within society; (b) Limited resources, both in terms of human resources and budget managed by Kesbangpol; (c) Inadequate work facilities and supporting infrastructure; (d) Low awareness, compliance, and obedience of community organizations in reporting their annual activities and organizational operations during a one-year period; (e) Weak sanctions; (f) Lack of socialization and legal counseling. Efforts to overcome the inhibiting factors include: (a) Increasing public participation and legal counseling; (b) Improving the quality and quantity of human resources; (c) Increasing budget capacity; (d) Improving the quality of work facilities and infrastructure; (e) Increasing the frequency of supervision by involving related parties and stakeholders; (f) Implementing proportional sanctions.

**Keywords:** Implementation, Policy, and Supervision.

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**Corresponding Author:**

Liza Aprinita  
Program Pascasarjana Institut Pemerintahan Dalam Negeri, Jakarta  
aprinitaliza@gmail.com

## 1. Introduction

The State of Indonesia has a political system aimed at fulfilling the interests of society. Referring to the opinion of Indrawan (2021:104), a political system is defined as a collection or entirety of various state activities and interactions between the government and society in the policy-making process related to the common good, including social, economic, cultural, and legal systems. In relation to the political system,

Djuyandi (2017:118) explains that the political system is divided into two main components: (a) political structure and (b) political culture.

Furthermore, according to Djuyandi (2017:118), the political structure consists of the political superstructure in the form of state institutions that carry out legislative, executive, and judicial powers. It also includes government institutions that assist the President in carrying out executive duties. Meanwhile, the second political structure is the political infrastructure, consisting of: (a) political parties, which function in political education for members and society, creating a conducive climate for national unity and public welfare, and political recruitment in the process of filling political positions; and (b) community organizations (Ormas), which function as both interest groups and pressure groups.

Referring to the political system theory explained by the experts above, it can be understood that community organizations (Ormas) are one part of the political infrastructure. According to Apria (2022:145), the role of Ormas within the political infrastructure is as a forum for community development, empowerment, and aspiration channeling. Ormas also possess political power to actively participate in influencing government policies. In addition, indirectly, Ormas encourage public participation in government policy-making through discussion forums. Thus, society can support national development and realize the goals of the state.

During the reform era, the presence of community organizations (Ormas) became increasingly widespread. Various kinds of Ormas were established, each carrying different interests. Some Ormas represent labor interests, such as the All-Indonesia Workers Union (SPSI), the Indonesian Workers Union Association (GSBI), and the Independent Workers Union Federation (FSBI). Others represent business interests, such as the Indonesian Young Entrepreneurs Association (HIPMI), the Indonesian Women Entrepreneurs Association (IWAPI), and the Indonesian Muslim Merchants Association (ISMI). There are also Ormas representing religious groups, such as the Islamic Defenders Front (FPI), the Indonesian Mujahidin Council (MMI), and the Indonesian Islamic Da'wah Council (DDII); educational interests, such as the Indonesian Teachers Association (IGK), the Bumi Hijau Center Foundation, and the Indonesian Writing Forum (FIM); and health interests, such as the Indonesian Public Health Association (IAKMI), the Healthy Community Movement Care Group, and the Indonesian Family Planning Association. Many other organizations have also been established claiming to represent public interests. The number of Ormas in Indonesia as of November 2023 reached 565,909 organizations spread across 34 provinces and 514 regencies/cities (Ministry of Home Affairs, 2023:56).

The existence of community organizations in Indonesia also supports the development of democratization within the Indonesian political system. Referring to Law Number 17 of 2013 concerning Community Organizations, the role of Ormas in the democratization process includes: (1) serving as a channel for public aspirations; (2) acting as a means of community participation in maintaining and strengthening national unity and integrity; and (3) preserving norms, values, and ethics in social, national, and state life.

Besides playing positive roles in the Indonesian political system, several community organizations have also created problems that hinder the democratization process. One of the negative issues caused by Ormas that may threaten democratization, according to Bayu (2020:89), is the threat to security stability and demonstrations against government policies stemming from radical ideologies promoted by Hizbut Tahrir Indonesia (HTI), which sought to replace the state ideology with Islamic ideology in the form of an Islamic Caliphate.

Referring to Wibowo & Harefa (2015:178), in their daily activities, it must be acknowledged that Ormas are not free from negative actions that harm society and damage the image of the organizations themselves. For example, some Ormas emerge with motives of benefiting certain groups, economic and political

interests, or using violent and radical methods that contradict prevailing laws and regulations, especially when deviating from the original purpose of the organization. Based on these problems, supervision is needed, both internally and externally, from the central government to regional governments, in order to ensure the orderly management of the rapidly growing Ormas in Indonesia.

The mechanism for supervising community organizations is regulated in the Regulation of the Minister of Home Affairs Number 56 of 2017 concerning the Supervision of Community Organizations within the Ministry of Home Affairs and Regional Governments. Article 3 stipulates that: (a) internal supervision is carried out by the Ormas itself according to its Articles of Association/Bylaws (AD/ART) and in accordance with laws and regulations; and (b) external supervision is conducted by the public, the Minister, governors, and regents/mayors. Furthermore, Article 5 states that public supervision is carried out through complaints, while the Minister coordinates external supervision of both incorporated and non-incorporated Ormas. Governors coordinate external supervision at the provincial level, and regents/mayors coordinate external supervision at the regency/city level.

The current issue is that after the enactment of Minister of Home Affairs Regulation Number 56 of 2017 concerning the Supervision of Community Organizations within the Ministry of Home Affairs and Regional Governments, almost all regions, including the Special Capital Region of Jakarta Province (DKI Jakarta), show that supervision of Ormas has not been effective, particularly external supervision. This can be seen from data released by the Kesbangpol Office of DKI Jakarta Province, which showed that throughout 2023 there were no public complaints related to Ormas activities suspected of violating regulations, such as arrogance, thuggery, intimidation, assault, vandalism, disturbing public peace, or disrupting public interests, as explained in Table 1.2. This indicates that external supervision by the public has not been effective.

Therefore, this issue needs to be studied more deeply considering that supervision of community organizations is very important as a government effort to anticipate Ormas activities that threaten national existence and frequently cause conflicts and disputes. In addition, such supervision is expected to prevent the emergence of ideologies that contradict the state foundation, namely Pancasila and the 1945 Constitution of the Republic of Indonesia.

Based on the explanations above, it can be stated that the continued emergence of negative roles of community organizations that contradict Pancasila, the 1945 Constitution, and laws and regulations is caused by the ineffective supervision of community organizations by the Ministry of Home Affairs and Regional Governments. The effectiveness of community organization supervision requires effective implementation of all supervision policies stipulated in Minister of Home Affairs Regulation Number 56 of 2017 concerning the Supervision of Community Organizations within the Ministry of Home Affairs and Regional Governments. Effective implementation of these supervision policies requires the optimal role of all levels of the Ministry of Home Affairs and Regional Governments, supported by human resources, financial resources, working methods, as well as supervision facilities and infrastructure that encourage improved supervision performance of community organizations.

Therefore, this study employs policy implementation theory as a temporary answer to the research problem. Dwijowijoto (2013:158) states that public policy implementation is essentially the way in which a policy achieves its objectives. In this context, policy implementation theory is used as a solution to improve the effectiveness of community organization supervision, so that community organizations in Indonesia can play effective roles in national and state life.

Thus, the main problems in this study are: (1) the continuing emergence of negative roles of community organizations in national and state life due to the ineffective supervision of community organizations by the Ministry of Home Affairs and Regional Governments; and (2) the ineffective supervision of community

organizations due to the ineffective implementation of community organization supervision policies stipulated in Minister of Home Affairs Regulation Number 56 of 2017 concerning the Supervision of Community Organizations within the Ministry of Home Affairs and Regional Governments.

## 2. Methodology

In this study, the researcher used a qualitative research design with a descriptive method and an inductive approach. Sugiyono (2013:106) states that qualitative methods are research methods based on the philosophy of postpositivism, used to examine natural object conditions in which the researcher acts as the key instrument.

According to Emzir (2011:98), data sources are divided into two categories: primary data and secondary data. In collecting data, the researcher used informants/respondents as sources of information because this study employed qualitative research methods. In general, informants are individuals who provide data, possess knowledge, and have experience related to the problems being studied.

To obtain data in this study, data collection techniques used included observation, interviews, and documentation. Sugiyono (2013:177) states that data analysis is the process of systematically searching for and organizing data obtained from interviews, field notes, and other materials so that they can be easily understood and the findings can be communicated to others. The data analysis techniques were presented in the form of descriptions or explanations of field findings, including data reduction, data presentation, and drawing conclusions.

## 3. Result and discussion

### Description of Research Data Results

#### Research Results on the Implementation of Community Organization Supervision Policy in DKI Jakarta Province

The results of this study describe the implementation of the Community Organization Supervision Policy in DKI Jakarta Province using the grand theory of policy implementation as proposed by Edward III (Wahab, 2012:90–92), which states that there are four dimensions of policy implementation, namely: (1) Communication (socialization, counseling, and guidance), (2) Resources (human resources, facilities, and budget), (3) Bureaucratic Structure (SOP and coordination), and (4) Disposition (controlling and monitoring). The research results on the implementation of the Community Organization Supervision Policy in DKI Jakarta Province can be described as follows:

##### a. Research Results on the Communication Aspect (Socialization, Counseling, and Guidance)

Based on the interview results, it can be concluded that the National Unity and Political Agency (Kesbangpol), both at the provincial and regency/city levels, including the DKI Jakarta Kesbangpol Agency, has not been optimal or effective in conducting socialization, legal counseling, and guidance activities for community organizations in their respective regions regarding the policy on the Supervision of Community Organizations within the Ministry of Home Affairs and Regional Governments.

The socialization, counseling, and guidance carried out by the DKI Jakarta Kesbangpol Agency toward registered community organizations are limited to activities such as the “Program for Enhancing the Role of Community Organizations, Forkopimda Friendship Forums, and State Defense Workshops.” Socialization, counseling, and guidance activities are important because they serve as educational efforts

to create community organizations that are accountable, responsible, compliant, and obedient to legal norms and prevailing laws and regulations.

#### **b. Research Results on the Resource Aspect (Human Resources, Budget, and Facilities)**

Based on the interview results, it can be concluded that the resource aspect (human resources, facilities, and budget) has not adequately supported the implementation of the Minister of Home Affairs Regulation concerning the Supervision of Community Organizations. This is evident from the inadequacy and limitations of resources in terms of both quality and quantity.

The obstacles faced by the Provincial/Regency/City Kesbangpol Agencies, including those in DKI Jakarta Province, include the large number of community organizations that are not proportional to the number of Kesbangpol employees, limited budgets, and inadequate work facilities. As a result, information systems related to organizational data, activity reports, and organization registration are still managed manually and have not yet been electronically integrated.

#### **c. Research Results on the Bureaucratic Structure Aspect (According to SOP)**

Based on the interview results, it can be concluded that the bureaucratic structure aspect (according to SOP) has not fully supported the implementation of the Minister of Home Affairs Regulation concerning the Supervision of Community Organizations within the Ministry of Home Affairs and Regional Governments. This is understandable considering that although local governments at the provincial and regency/city levels, including DKI Jakarta Province, have established legal frameworks through Governor Regulation of the Special Capital Region of Jakarta Number 13 of 2022 concerning Amendments to Governor Regulation Number 138 of 2019 on the Implementation of Early Vigilance in DKI Jakarta Province, aimed at supervising organizations potentially conducting activities that violate regulations and detecting early threats, challenges, obstacles, and disturbances (ATHG), public participation in supporting these activities remains insufficient. The community tends to be apathetic, as evidenced by the absence of public reports or complaints regarding community organizations that deviate from regulations or engage in violent activities, disturb public order, or carry out activities contrary to prevailing laws and regulations.

#### **d. Research Results on the Disposition Aspect (Controlling and Monitoring)**

Based on the interview results, it can be concluded that the disposition aspect (controlling and monitoring) has not been effective. Relevant institutions such as Provincial and Regency/City Kesbangpol Agencies, including the DKI Jakarta Provincial Kesbangpol Agency, although they have formed integrated teams to jointly conduct both internal supervision and external controlling/monitoring, have not optimally monitored and controlled community organizations, particularly at the provincial and regency/city levels, including DKI Jakarta Province.

As a result of the suboptimal monitoring and controlling conducted by Kesbangpol Agencies, community organizations rarely report their annual organizational developments. This has impacted the lack of data collection regarding organizational activities carried out each year.

### **Research Results on Supporting and Inhibiting Factors in the Implementation of Community Organization Supervision Policy in DKI Jakarta Province**

Based on the interview results, it is known that there are several important supporting and inhibiting factors in implementing the Minister of Home Affairs Regulation concerning the Supervision of Community Organizations in DKI Jakarta Province.

The overall supporting factors identified in the implementation of the policy are as follows:

1. The existence of legal legitimacy, regulations, and legal frameworks in the form of technical guidelines and regulations that serve as the basis for Kesbangpol Agencies at the provincial and regency/city levels, including DKI Jakarta, in supervising community organizations. These legal frameworks have been followed up through Governor Regulation of the Special Capital Region of Jakarta Number 13 of 2022 concerning Amendments to Governor Regulation Number 138 of 2019 on the Implementation of Early Vigilance in DKI Jakarta Province.
2. Support from various elements of society, including local governments, traditional leaders, community leaders, religious leaders, youth leaders, and women leaders, in assisting the government in monitoring organizational activities in the field. Kesbangpol Agencies at the provincial and regency/city levels, including DKI Jakarta, have coordinated with all community elements and cross-sector stakeholders to supervise the activities of community organizations.
3. The availability of internet-based technological advancements through social media and mass media as communication tools that can be utilized by Kesbangpol Agencies at the provincial and regency/city levels, including DKI Jakarta, to disseminate information, provide education, promotion, guidance, and understanding to community organizations so that they comply with their organizational objectives and prevailing regulations.
4. The availability of sanctions in the form of permit revocation and dissolution of organizations, as regulated by laws and regulations if organizations violate legal provisions, organizational objectives, or organizational statutes/bylaws (AD/ART). These sanctions can serve as deterrents and provide preventive effects against organizations suspected of violations.
5. The existence of specialized institutions, namely Provincial and Regency/City Kesbangpol Agencies, which are specifically mandated and delegated to collect data, provide guidance, and monitor the development of community organizations throughout the Republic of Indonesia.

In addition to supporting factors, several inhibiting factors were also identified in implementing the policy, including:

1. The existence of sectoral ego, apathetic attitudes, and low responsiveness among the community toward the presence of community organizations in their environment. This is manifested in the reluctance of the public to submit reports or complaints, either directly or in writing, to Kesbangpol Agencies regarding organizations suspected of violating laws, norms, or regulations.
2. Limited resources, both in terms of human resources and budgets managed by Kesbangpol Agencies at the provincial and regency/city levels, including DKI Jakarta Province, which impacts the effectiveness of organizational supervision.
3. Inadequate work facilities and supporting infrastructure within Kesbangpol Agencies, causing organizational activity data collection to still rely on manual methods and not yet utilize integrated online computerized technology.
4. Low awareness, compliance, and obedience among community organizations in reporting their annual activities and organizational operations over a one-year period.
5. Weak sanctions imposed by related institutions, namely Kesbangpol Agencies at the provincial and regency/city levels, including DKI Jakarta Province. Sanctions for organizations suspected of violations or activities contrary to regulations are generally limited to written warnings and have not reached permit revocation or dissolution, thereby lacking significant deterrent effects.
6. Lack of socialization and legal counseling conducted by Kesbangpol Agencies toward community organizations within their respective regions.
- 7.

## Research Results on Efforts to Overcome Inhibiting Factors in the Implementation of Community Organization Supervision Policy in DKI Jakarta Province

Based on the interview results, several efforts have been identified to overcome inhibiting factors in implementing the Minister of Home Affairs Regulation concerning the Supervision of Community Organizations in DKI Jakarta Province. These efforts include:

1. Increasing public participation and legal counseling:  
Kesbangpol Agencies at the provincial and regency/city levels, including DKI Jakarta Province, should directly engage with communities by providing appeals, early detection mechanisms, and encouraging the public to immediately report organizations suspected of radicalism or deviations from prevailing regulations. In addition, establishing a command center would allow people who are unable to submit formal reports to report via telephone or SMS, thereby facilitating community interaction.
2. Improving the quality and quantity of human resources:  
Kesbangpol Agencies may propose additional human resource quotas through regional Civil Service and Human Resource Development Agencies (BKPSDM) or empower contract employees to support supervision activities of community organizations in their regions.
3. Increasing budget capacity:  
Kesbangpol Agencies may propose additional budget allocations to Regional Financial and Asset Management Agencies (BPKAD) during the preparation of work plans and agency budget work plans (RKA), thereby supporting operational activities in supervising organizations.
4. Improving the quality of work facilities and infrastructure:  
Kesbangpol Agencies should develop online applications to conduct integrated online data collection of community organizations in their respective regions.
5. Increasing supervision of organizational activities in the field:  
Kesbangpol Agencies should increase the frequency of supervision, periodic inspections, and monitoring activities by involving supporting elements and related institutions. This effort aims to detect early all activities conducted by community organizations to prevent violations or actions that may harm others.
6. Implementing proportional sanctions:  
Kesbangpol Agencies should apply firm and proportional sanctions against organizations that fail to report their annual activities as an effort to increase compliance, awareness, and obedience to prevailing regulations. In addition, sanctions should also be imposed on organizations suspected of violations or activities inconsistent with applicable regulations.

## Discussion of Research Findings

### Analysis of the Implementation of the Community Organization Supervision Policy in the Special Capital Region of Jakarta Province

In general, community organizations, commonly abbreviated as *Ormas*, are a term used in Indonesia to describe mass-based organizations that are non-political in nature. Community organizations also represent a means for people to gather and express opinions. According to Arhi (2015:115), a community organization is an association of people within a society that can be identified, but not merely as a physically distinguishable mass from other groups.

Community organizations, or in another term referred to as Non-Governmental Organizations (NGOs), according to Adri (2012:192), are non-governmental organizations established voluntarily and independently without government intervention. Their establishment is not intended solely for profit-

making purposes but rather to conduct social actions directly for the community or engage in civil affairs to serve the social needs of society in general.

According to Prajudi (2015:177), community organizations emerge from awareness to empower society because organizations are manifestations of public concern and participation in national development. This is realized through various forms of community programs and activities in accordance with their respective visions and missions, including conveying views, criticism, and even alternative concepts regarding government policies.

Through their role, community organizations can become important elements in promoting the supremacy of law in the country. Therefore, organizations with many members, political elites, religious leaders, community leaders, and active public participation can help realize social integration based on law and establish sustainable cooperation among communities, ethnic groups, religious groups, and other societal elements according to their visions and missions. Thus, directly or indirectly, they can help create conducive national stability. Law Number 17 of 2013 concerning Community Organizations states that the objectives of establishing community organizations are:

1. To increase and foster participation from all elements of society.
2. To provide appropriate assistance and serve community needs.
3. To uphold values and beliefs in accordance with Pancasila, especially the first principle, Belief in the Almighty God.
4. To preserve values, norms, and culture in social life.
5. To participate in protecting, preserving, and wisely utilizing natural resources and the environment.
6. To strengthen social solidarity, mutual cooperation, and mutual assistance among people.
7. To maintain national unity and integrity.

Furthermore, based on Constitutional Court Decision No. 82/2013 regarding the Judicial Review of Law Number 17 of 2013 concerning Community Organizations against the 1945 Constitution of the Republic of Indonesia, the establishment of community organizations aims to:

1. Increase public participation and empowerment.
2. Provide services to the community.
3. Preserve religious values and belief in God Almighty.
4. Preserve and maintain norms, values, morals, ethics, and culture within society.
5. Preserve natural resources and the environment.
6. Develop social solidarity, mutual cooperation, and tolerance in social life.
7. Maintain, preserve, and strengthen national unity and integrity.
8. Achieve the goals of the state.

Based on Law Number 17 of 2013, community organizations have the following functions:

1. A means of channeling activities according to members' interests and organizational objectives.
2. A means of fostering and developing members to achieve organizational goals.
3. A means of channeling public aspirations.
4. A means of community empowerment.
5. A means of providing social services.
6. A means of public participation in maintaining and strengthening national unity and integrity.
7. A means of preserving norms, values, and ethics in social, national, and state life.

Viewed from their functions, Hasan (2014:117) argues that community organizations act as intermediaries and balancing forces between the people and the state, while also making positive contributions. Community organizations should become government partners in implementing development and improving public welfare. In the socio-political context, they also contribute to maintaining stability, order,

and security, thereby supporting national unity. Their role is very important in state administration and governance because, in a democratic rule-of-law state, recognition of community organizations is essential as they represent public voices, aspirations, and social control over the government.

As explained above, community organizations (*Ormas*) are groups of people who share the same vision, mission, ideologies, and objectives, possess clear membership and structured management according to hierarchy, authority, and responsibilities, and strive for the interests of their members and groups in social fields such as education, health, religion, youth affairs, arts, culture, economy, and others. In this sense, community organizations are established as a manifestation of concern in efforts to serve the broadest interests and social problems of society.

#### **a. Analysis of the Communication Aspect (Socialization, Counseling, and Guidance)**

The interview results indicate that the National Unity and Political Agency (*Kesbangpol*), both at the provincial and regency/city levels, including in DKI Jakarta, has not optimally or effectively conducted socialization, counseling, and guidance activities for community organizations in their respective regions. This is concerning considering that such activities are crucial in creating organizations that are accountable, responsible, law-abiding, and compliant with prevailing legal norms and regulations.

Based on the data obtained by the researcher, the DKI Jakarta Kesbangpol has provided socialization and education to community organizations within the DKI Jakarta Provincial Government environment. These activities were conducted through programs aimed at enhancing the role of community organizations, *Forkopimda* friendship forums with community organizations, and workshops on state defense, which have become routine programs of the DKI Jakarta Kesbangpol Agency for registered organizations. However, these socialization, counseling, and guidance activities cannot yet be considered fully effective, not due to intentional factors but rather due to limited human resources, facilities, and budget constraints.

The findings above are in line with research conducted by Abdul Rahman Azis (Master's Thesis, Muhammadiyah University of Makassar, 2016) entitled *Supervision of Community Organization Activities in Takalar Regency*, which found that supervision of community organization activities in Takalar Regency had not been fully effective, as the Kesbangpol Office rarely conducted counseling, socialization, guidance, and reporting related to organizational performance.

Participation in socialization and counseling programs is fundamentally important in fostering understanding and common perceptions in implementing the Ministry of Home Affairs Regulation concerning the Supervision of Community Organizations within the Ministry of Home Affairs and Regional Governments. This aligns with Hanifah's opinion (2017:168), which states that communication between policy implementers and target groups is essential for achieving objectives. Government agencies as policy implementers should establish good communication with target groups so that policy objectives can be achieved as expected.

#### **b. Analysis of the Resource Aspect (Human Resources, Budget, and Facilities)**

Based on the research findings, the resource aspect (human resources, facilities, and budget) has not adequately supported the implementation of the Ministry of Home Affairs Regulation concerning the Supervision of Community Organizations. This is evident from the limited quality and quantity of human resources, budget allocations, and facilities. The challenges faced by Kesbangpol at the provincial and regency/city levels, including in DKI Jakarta Province, include the large number of community organizations compared to the number of Kesbangpol staff, as well as inadequate budgets and facilities. Consequently, organizational data collection, activity reporting, and registration processes are still carried out manually and have not yet been electronically integrated.

The success of policy implementation is influenced, among other things, by human resources. This is in line with Setiawan's opinion (2009:78), which states that humans within an organization are viewed as resources or driving forces, reaffirming the philosophy of *man behind the gun*. Organizational performance heavily depends on the behavior of the people working within it. Employees are expected to perform their duties effectively and efficiently with dedication and creativity to provide satisfactory services to stakeholders.

Furthermore, the study found that budget resources remain limited and insufficient to support Kesbangpol agencies at provincial and regency/city levels in supervising community organization activities. Luwihono (2018:87) argues that regional government agencies cannot carry out their functions effectively and efficiently without sufficient financial support. Financial resources constitute one of the fundamental criteria for assessing a region's actual ability to manage its own affairs independently. Similarly, Sulistyani (2018:197) emphasizes the importance of budgets as periodic financial plans or written plans of activities expressed quantitatively and generally in monetary units for a certain period. For both central and regional governments, the existence of a budget is essential and significantly affects governmental operations and the achievement of objectives.

Subarsono (2012:117) states that the availability of necessary resources will facilitate policy implementation. These resources include labor, expertise, funds, facilities, and others. A policy requires adequate resources, including both human resources and work facilities. Human resources, facilities, and budgets are among the most important factors determining successful policy implementation.

#### **c. Analysis of the Bureaucratic Structure Aspect (In Accordance with SOP)**

Based on the research findings, the bureaucratic structure aspect (in accordance with SOPs) has not fully supported the implementation of the Ministry of Home Affairs Regulation concerning the Supervision of Community Organizations within the Ministry of Home Affairs and Regional Governments. This is understandable considering that although regional governments at the provincial and regency/city levels, including DKI Jakarta Province, have established legal frameworks through Governor Regulation Number 13 of 2022 concerning Amendments to Governor Regulation Number 138 of 2019 on the Implementation of Early Vigilance in the Special Capital Region of Jakarta Province, public participation in supporting these supervisory activities remains inadequate.

The public tends to be apathetic, as evidenced by the lack of reports or complaints from society regarding community organizations that deviate from regulations, engage in violent activities, disturb public order, or carry out activities contrary to prevailing laws and regulations.

Essentially, SOPs function as guidelines and references in implementing policies, including the Ministry of Home Affairs Regulation concerning Community Organization Supervision. However, despite the existence of regional regulations such as governor, regent, and mayor regulations aimed at supervising organizations that potentially violate rules and detecting threats, challenges, obstacles, and disturbances (*ATHG*), public participation remains weak.

#### **d. Analysis of the Disposition Aspect (Supervision)**

Based on the research findings, the disposition aspect (controlling and monitoring) has not been effectively implemented. Relevant agencies, such as Kesbangpol at provincial and regency/city levels, including DKI Jakarta Province, have formed integrated teams to conduct both internal supervision and external monitoring. However, in practice, monitoring and controlling of community organizations have not been carried out optimally. As a result, organizations rarely submit annual development reports, leading to insufficient documentation of organizational activities each year.

Supervision, in general, is a process to ensure that all implemented activities align with prior plans and achieve intended targets effectively. Ministry of Home Affairs Regulation Number 56 of 2017 concerning Community Organization Supervision within the Ministry of Home Affairs and Regional Governments, Article 1 paragraph (4), states that supervision is a management function intended to ensure that organizational performance aligns with organizational goals and functions according to prevailing laws and regulations.

Sule & Kurniawan (2015:117) define supervision as a process of establishing performance standards and taking actions that support the achievement of expected outcomes according to those standards. Syafiie (2017:182) explains that supervision functions to prevent deviations or irregularities from previously formulated policy plans and ensure that implementation aligns with established rules and instructions.

### **Analysis of Supporting and Inhibiting Factors in the Implementation of the Ministry of Home Affairs Regulation on Community Organization Supervision in DKI Jakarta Province**

In implementing the policy concerning the supervision of community organizations in DKI Jakarta Province, several supporting and inhibiting factors were identified.

Supporting factors include:

1. The existence of legal frameworks, technical guidelines, and regulations serving as the basis for Kesbangpol supervision.
2. Support from regional governments, traditional leaders, community leaders, religious leaders, youth leaders, and women's groups.
3. Advances in internet-based technology and social media as tools for socialization, education, promotion, and guidance.
4. Availability of sanctions such as permit revocation and organization dissolution for violations.
5. Availability of special institutions, namely Kesbangpol agencies, mandated to register, guide, and monitor community organizations.

Inhibiting factors include:

1. Public apathy and low responsiveness toward the presence and activities of community organizations.
2. Limited human resources and budget allocations managed by Kesbangpol.
3. Inadequate work facilities and supporting infrastructure.
4. Low awareness and compliance of organizations in submitting annual activity reports.
5. Weak sanctions imposed on organizations suspected of violations.
6. Lack of legal socialization and counseling conducted by Kesbangpol agencies.

The key point identified in both supporting and inhibiting factors is public participation in supervising community organization activities. According to Mikkelsen (2013:87), participation is something that must be developed in the development process. Participation is an active process in which individuals or groups take initiative and voluntarily engage in activities related to self-development, community life, and the environment.

### **Analysis of Efforts to Overcome Inhibiting Factors in Implementing the Community Organization Supervision Policy in DKI Jakarta Province**

Several efforts have been identified to address obstacles in implementing the Ministry of Home Affairs Regulation concerning Community Organization Supervision in DKI Jakarta Province, including:

1. Increasing public participation and legal counseling.
2. Improving the quality and quantity of human resources.
3. Increasing budget capacity.

4. Improving the quality of work facilities and infrastructure.
5. Increasing supervision frequency of organizational activities.
6. Applying proportional sanctions.

Public policy is a series of actions determined by the government to respond to societal problems and regulate public interests. In implementing public policy, governments are required to have clear policy standards and objectives as guidelines and legal foundations.

Pasolong (2011:67) states that policy implementation success can be measured by policy standards and objectives. Each public policy must have clear standards and targets to achieve its intended goals. Similarly, Ismail (2016:86) explains that policy implementation involves executing fundamental policy decisions, often in the form of laws or executive decisions, which clearly identify the problems to be addressed and the objectives to be achieved. Through increased public participation, improved human resources, enhanced budgets, improved facilities, strengthened supervision, and proportional sanctions, it is expected that the supervision policy for community organizations in DKI Jakarta Province can be implemented effectively.

### Research Limitations

The limitations of this study include:

1. The policy implementation theory used was Edward III's implementation theory, which focuses more on internal organizational factors such as communication, resources, bureaucratic structure, and disposition, while external factors were less explored.
2. Limited research time reduced the depth of problem exploration and discussion development.
3. The data collection method relied on interviews, which may have resulted in less valid or transparent information from informants.

### 4. Conclusion

Based on the research findings and discussion above, the following conclusions can be drawn:

1. The implementation of the community organization supervision policy in DKI Jakarta Province has not yet been optimal, as evidenced by:
  - a. Communication aspects (socialization, counseling, and guidance) not functioning effectively.
  - b. Resource aspects (human resources, facilities, and budget) being inadequate both qualitatively and quantitatively.
  - c. Bureaucratic structure aspects not fully supporting implementation despite existing legal frameworks.
  - d. Disposition aspects (controlling and monitoring) not operating effectively.
2. Supporting factors include legal frameworks, support from various social elements, technological advancements, availability of sanctions, and the existence of Kesbangpol institutions. Inhibiting factors include public apathy, limited resources, inadequate facilities, low compliance of organizations, weak sanctions, and lack of legal counseling.
3. Efforts to overcome obstacles include increasing public participation and legal counseling, improving human resources, increasing budget capacity, enhancing work facilities, increasing supervision frequency, and implementing proportional sanctions.

Based on the conclusions above, the following recommendations are proposed:

1. Kesbangpol agencies at provincial and regency/city levels, including DKI Jakarta Province, should increase the frequency of direct socialization and counseling activities for community organizations.
2. Kesbangpol agencies should improve the availability of human resources, budgets, and work facilities.

3. Kesbangpol agencies should strengthen coordination with the public and encourage communities to report organizational activities that violate regulations.
4. Kesbangpol agencies should strengthen the functions of integrated supervisory teams and impose strict sanctions on organizations that fail to report their annual developments.

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